STATE OF MONTANA
MONTANA DEPARTMENT OF TRANSPORTATION
JOB PROFILE

☐ Update

☐ Formal Review

Date Submitted __5/22/2012__

SECTION I - Identification

Working Title:
Project Manager/Business Analyst

Department:
Transportation

Job Code Number:
111917

Division & Bureau:
Administration

Job Code Title:
Program Manager

Section & Unit:

Pay Band:
7

Work Address:
2701 Prospect Ave
Helena, MT 59620

Position Number:
15006

Phone:
(406) 444-9418

☐ FLSA Exempt   ☑ FLSA Non-Exempt   ☐ Non-Union   ☑ MPEA   ☐ Blue Collar

Profile Completed By:
Larry Flynn, Administrator

Work Phone:
(406) 444-9418

Work Unit Mission Statement or Functional Description:

The Administration Division provides essential support services to the operation of the Montana Department of Transportation (MDT) including: accounting, cash collection, payroll, purchasing, budgeting, and construction project financial management.

Describe the Job's Overall Purpose:

This position manages projects within MDT to define and integrate diverse professional business processes and financial systems. This includes coordinating diverse project activities to facilitate design and implementation of MDT business processes and procedures and financial systems. This position also develops policies and methods; assures compliance with state and federal requirements and provides accurate and timely management reporting.

SECTION II - *Major Duties or Responsibilities*
This section should be a clear concise statement of the position's major duties
and the approximate percent of work time for each duty   ***% of Time***

A. Project Management   45%

Manage multiple and simultaneously executed projects supporting the department's financial goals and objectives to deliver a product, service or system that meets sponsor and stakeholder requirements using recognized project management tools and techniques, the ability to communicate effectively both verbally and in writing, the ability to facilitate team meetings, the ability to resolve conflicts and balance the competing demands of scope, time, cost, quality, resources, and risk. The scope of these projects would include migrating systems to current technology platforms, developing report and screen requirements to meet informational needs, design data integration between systems and programs, develop and update policies, and business process improvements and required changes.

1. Produce project charters, detailed project scope documents, project plans and other project management documents to ensure the goals and objectives of each project are defined and cross divisional acceptance is obtained at the beginning of the project by using project management standards, principals and tools and obtaining input from the project sponsor and other business experts.

2. Define resource skill sets to ensure the appropriate skill sets are identified for each project task by reviewing the various project tasks and determining what skills are needed to perform each task.

3. Bring together cross divisional supervisors and the project sponsor to identify and assign the appropriate resources to each project task ensuring that each resource has the time needed to accomplish the task in the scheduled time frame by monitoring resource schedules across multiple projects and regular business duties. Negotiate with supervisors to obtain agreement on priorities and schedules.

4. Negotiate changes to the project scope, charter and plans with project and program sponsors to ensure the changes comply with project and program goals and objectives by using facilitation and negotiation tools and techniques.

5. Monitor work being done by project team members to ensure the work is within the tasks of the project, that each task is on schedule and the work meets the project goals and objectives defined in the project charter by using project management principals and tools, and obtain input from team members.

6. Communicate project status updates to project team members and management to ensure the project remains on schedule, within scope and all issues are resolved by using project management principals and tools, and various communication tools and procedures.

7. Confer with the project sponsor, business experts, key stakeholders and business analyst to ensure business requirements are adequately defined at the beginning of the project by facilitating business requirements meetings and discussing requirements with the project sponsor, business experts, key stakeholders and business analyst.

8. Evaluate technical solutions to ensure the solution fulfills the business requirements by meeting with information technology personnel, the project sponsor, business experts, key stakeholders and the business analyst to identify what business requirement is met by each technical requirement.

9. Integrate the technical solution(s) into the project plan to ensure the tasks and time involved in developing the solution(s) are included in the plan and reported with status updates to management and the project team members by meeting with information technology personnel to document the tasks involved in developing the solution(s) and the amount of time needed to complete each task, and adding those tasks and time to the overall project plan.

10. Direct project team members in the development of a thorough user acceptance test plan by meeting with the project team and using the business requirements document and business process documents to identify what tasks need to be done and who needs to be involved in each task.

11. Direct the project testing team in performing the user acceptance tests to ensure the developed solution meets the business requirements prior to implementation by coordinating resource needs with supervisors throughout all MDT divisions, information technology personnel and end users in determining how time can be allotted for successful completion of the user acceptance testing with minimal impact on regular job duties.

12. Validate the implemented business process or system change to ensure the changes are functional and meet user acceptance criteria by questioning or surveying the project sponsor and end users after the process or system is implemented.

13. Resolve project issues and conflicts to address issues that can prevent the team from achieving the project goals by using facilitation, communication and negotiation tools and techniques.

B. Business Analysis: 45%

Identify business needs to determine solutions to business problems and identify efficiencies using standard business analysis tools, the ability to communicate effectively both verbally and in writing, the ability to facilitate team meetings.
Solicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems to ensure the business needs are met and business problems are addressed using standard business analysis tools, the ability to communicate effectively both verbally and in writing, the ability to facilitate team meetings while working as a liaison among the business experts and the information technology experts.
Develop and recommend business solutions to enable the department to more efficiently and effectively achieve its business goals by using problem solving and decision making tools and techniques, understanding business problems and business process improvement opportunities in the context of the requirements and business goals, and directing cross divisional teams in problem solving exercises.

1. Ascertain business requirements to ensure the business needs and true business problems are identified by using interviews, document analysis, requirements workshops, storyboards, surveys, site visits, business process descriptions, use cases, scenarios, event lists, business analysis, task and workflow analysis, or viewpoints.

2. Interpret abstract business documentation to identify business requirements by using business expertise and business analysis skills.

3. Produce business requirements specifications to ensure buy in and understanding by the business experts and project sponsor by using standard templates, and communicating simply, clearly, unambiguously, and concisely in written form.

4. Facilitate business requirements analysis and verification to ensure that business requirement statements are complete, consistent, concise, comprehensible, traceable, feasible, unambiguous, and verifiable, and that they conform to standards by using facilitation skills, team meetings, interviews, and standard templates.

5. Direct stakeholder reviews and inspections of business requirements documents to ensure that the business requirements were interpreted correctly by using facilitation skills, team meetings, and interviews.

6. Direct stakeholder reviews of business changes or systems derived from business requirements specifications to ensure that the changes or systems met the business requirements by using facilitation skills, team meetings, and interviews.

7. Perform technical requirements analysis to ensure technical requirements meet the business requirements by using analysis skills, knowledge of business requirements and business expertise.

8. Lead in-depth analysis of business processes and financial information systems within MDT to integrate resource and planning efforts with financial processes and meet MDT business goals by facilitating meetings with business experts from both the financial program areas and the resource planning program areas.

9. Perform in-depth theoretical effectiveness analysis of financial processes and systems with integration emphasis to identify possible business integration areas by conducting thorough reviews of business processes, procedures and systems with business and systems experts.

10. Identify business process needs with emphasis on financial systems meeting business data needs of the organization to coordinate these sometimes-segmented, unique, and intricate processes into an integrated and cohesive process by gaining the trust of the business experts, meeting individually with business experts and facilitating meetings with business experts.

11. Compose new financial principles and practices, with recommendations and solutions to meet the needs of MDT's financial information systems and business processes by facilitating meetings with business experts, documenting the information from those meetings and creating new financial principles and practices.

12. Develop a variety of alternatives to provide MDT with the best possible solutions to meet MDT's complicated and unique fiscal-business interaction needs by using problem solving tools and techniques in working with cross divisional experts and considering needs, cost-benefit, resource availability, and political and legal issues as factors in any final solution.

13. Recommend business solutions to meet MDT's complicated and unique fiscal-business interaction needs by using decision making tools and techniques in working with cross divisional experts and considering needs, cost-benefit, resource availability, and political and legal issues as factors.

C. Other Duties: 10%

This position performs a variety of other duties as assigned by the Administration Division Administrator in support of the Department mission and Division objectives. This includes exchanging information with consultants, agency staff, and the public; providing training, education, and professional and technical assistance; participating in ongoing training and educational programs; and performing a variety of other duties as directed.

---

1. ***The following duties and/or specific tasks listed under section II above are considered "essential functions" because they require specialized expertise and skill and are the primary reasons the job exists (they must be performed by this position with or without accommodations):***

    A & B: Both the Project Management and Business Analysis duties are essential functions and require specialized expertise and skills.

    The following mental and physical demands are associated with these essential functions:

    PHYSICAL

    - Sitting for long periods of time
    - Light lifting (under 10 lbs)

    MENTAL

    - Project Planning
    - Project deadlines
    - Conflict resolution
    - Issue Resolution
    - Meeting facilitation

- Negotiating
- Communication between different groups in verbal and written form
- Risk management
- Presenting to managers and peer groups
- Thinking quickly
- Analysis skills
- Multitasking
- Resource Management
- Problem Solving
- Decision Making

2. ***Does this position supervise others?***   ☐ **Yes**   ☑ **No**

    Number directly supervised:
    Position Number(s) of those supervised:

3. ***Attach an Organizational Chart.***

SECTION III - Minimum Qualifications - List minimum requirements for the first day of work.

<u>*Critical knowledge and skills required for this position:*</u>

KNOWLEDGE:

Requires knowledge of project management; business analysis; and the concepts and theories of government accounting. This includes knowledge of Generally Accepted Accounting Principles (GAAP); Governmental Accounting, Auditing, and Financial Reporting (GAAFR) requirements; Government Accounting Services Board (GASB); the Statewide Accounting Budget and Human Resource System (SABHRS); MDT information systems; and accounting system design and administration. Requires knowledge of the legislative process; federal funds management; training and education principles; administrative processes; public relations; and Montana Department of Transportation program requirements.

SKILLS:

- **Interviewing skills:** talk with individuals and groups about their needs and ask the right questions to surface essential requirements information
- **Listening skills:** understand what people say and to detect what they might be hesitant to say
- **Analytical skills:** critically evaluate the information gathered from multiple sources, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a more general understanding, distinguish presented user requests from the underlying true needs, and distinguish solution ideas from requirements.
- **Facilitation skills:** lead requirements elicitation and other project meetings.
- **Writing skills:** communicate information effectively to stakeholders, managers, and information technology staff
- **Organizational skills:** work with the vast array of information gathered during elicitation and analysis and to cope with rapidly changing information
- **Interpersonal skills:** to help negotiate priorities and to resolve conflicts among project stakeholders
- **Modeling skills:** represent requirements information in graphical forms that augment textual representations in natural language, including using modeling tools already available in the agency
- **Planning skills:** direct the preparation of project plans, procedures and schedules
- **Office skills**: operate a personal computer, related software and standard office equipment.

Behaviors required to perform these duties:

See MDT Core Behaviors

Education:
Check the <u>one box</u> indicating minimum education requirements for this position for a new employee the first day of work:

☐ No education required	☐ Related AAS/2-years college/vocational training
☐ High school diploma or equivalent	☑ Related Bachelor's Degree
☐ 1-year related college/voc. training	☐ Related Master's degree

Please specify the acceptable fields of study:

Acceptable: Business, Accounting, Mathematics, Finance or other Business Related fields

Other education, training, certification, or licensing required (specify):

Experience:
Check the <u>one box</u> indicating minimum work-related experience requirements for this position for a new employee the first day of work:

☐ No prior experience required	☐ 3 years
☐ 1 year	☐ 4 years
☐ 2 years	☑ 5 or more years

Other specific experience (optional):

Alternative Qualifications:
This agency will accept alternative methods of obtaining necessary qualifications.

☑ Yes   ☐ No

Alternative qualifications include:

Experience will substitute for education at a ratio of two years of experience equaling one year of education. The experience must be in project management, business analysis or financial processes.

SECTION IV – Other Important Job Information

☐ Fingerprint check	☐ Valid driver's license

☐ Background check   ☐ Other; Describe

Other information: (including working conditions such as shifts, lifting requirements, travel or hours)

The predominant work is performed in a normal office environment. The position also involves demands associated with significant and fluctuating workloads and deadlines, including occasional overtime, evening, and weekend work.

SECTION V – Signatures

Signature indicates this statement is accurate and complete.

Employee:

Name: _____   Title:_____

Signature: _____   Date: _____

Immediate Supervisor:

Name: _____   Title:_____

Signature: _____   Date: _____

Bureau Chief:

Name: _____   Title:_____

Signature: _____   Date: _____

Division/District Administrator:

Name: _____   Title:_____

Signature: _____   Date: _____

Department Designee:

Brent Rabe/Designee   Human Resources Administrator
                                                         Human Resources Division

Signature: _____   Date: _____